

# 59<sup>th</sup> Medical Wing

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**U.S. AIR FORCE**

## 59 MDW Orthopedics Produce Line Analysis

Information Brief  
Briefer: LtCol Julian  
Date: 24 Aug 04

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*I n t e g r i t y - S e r v i c e - E x c e l l e n c e*

# Overview

- Revised Financing & Business Plan
- San Antonio Multi-Service Market (SA-MM)
- Centralized Consult Management and Appointing (CAMO)
- Orthopedics Product Line Review

# Revised Financing Overview

## Prospective Payment System

- MTF receives PRIME capitation funding for enrollees plus ancillary pass-through and specialty mission funding (e.g. student population, etc.)
  - Use resources to maximize return on investment
- Goal 1: Provide Care of your Prime Enrollees
  - In-house vs. “make vs. buy” to Private Sector
  - MTF responsible for all PRIME care rendered in both direct care and private sector
- Earn Revenue on Fee for Service (FFS) Basis
  - Other MTFs’ Enrollees, Space-A (Active duty and other), Tricare Plus and TRICARE for Life, and MCSC (new)
- Bottom-line: We need to take care of our enrollees and meet our business plan targets;

# Business Plan Overview

## Actual 59 MDW Performance Oct-Apr 04

RVUs	IHC	Other DC	PC	Total PRIME	Other Enr	SA AD	SA NAD	Plus	Total FFS
Actual	226,718	14,145	48,784	289,647	70,374	63,642	42,481	93,027	269,524
Target	250,489	22,422	40,921	313,832	82,541	96,674	83,462	64,871	327,548
Diff	(23,771)	(8,277)	7,863	(24,185)	(12,167)	(33,032)	(40,981)	28,156	(58,024)
% Met	91%	63%	119%	92%	85%	66%	51%	143%	82%

RWPs	IHC	Other DC	PC	Total PRIME	Other Enr	SA AD	SA NAD	Plus	Total FFS
Actual	2,352	201	295	2,848	1,700	255	2,964	2,688	7,607
Target	2,499	249	321	3,069	1,830	387	4,252	1,813	8,282
Difference	(147)	(48)	(26)	(221)	(130)	(132)	(1,288)	875	(675)
% Met	94%	81%	92%	93%	93%	66%	70%	148%	92%

➡ Bottom-line: -\$4.3M

- Performance against targets seen differently for PRIME & FFS patients
- FY04 Targets based on FY02 LOE with no adjustments
- Falling short of FY02 FFS LOE

# Business Plan Overview

## Summary

- Internal Business Case Analyses to ensure we're:
  - Doing the right mix in-house care/Take care of PRIME
  - Using our resources to get greatest return on investment
  - Maximize FFS capacity to earn revenue
- Focus on Customer Satisfaction, Access to Care, Productivity, and Data Quality
- Targets of Opportunity
  - Reimbursements
  - Increase enrollment in areas of growing population  
Aggressively referrals in SA MM and Network
- FY05 Business Plan
  - 25% at risk in Year 1 (05)
  - LOE is FY03 less adjustments for mobility & enrollment

# SA-MM Overview

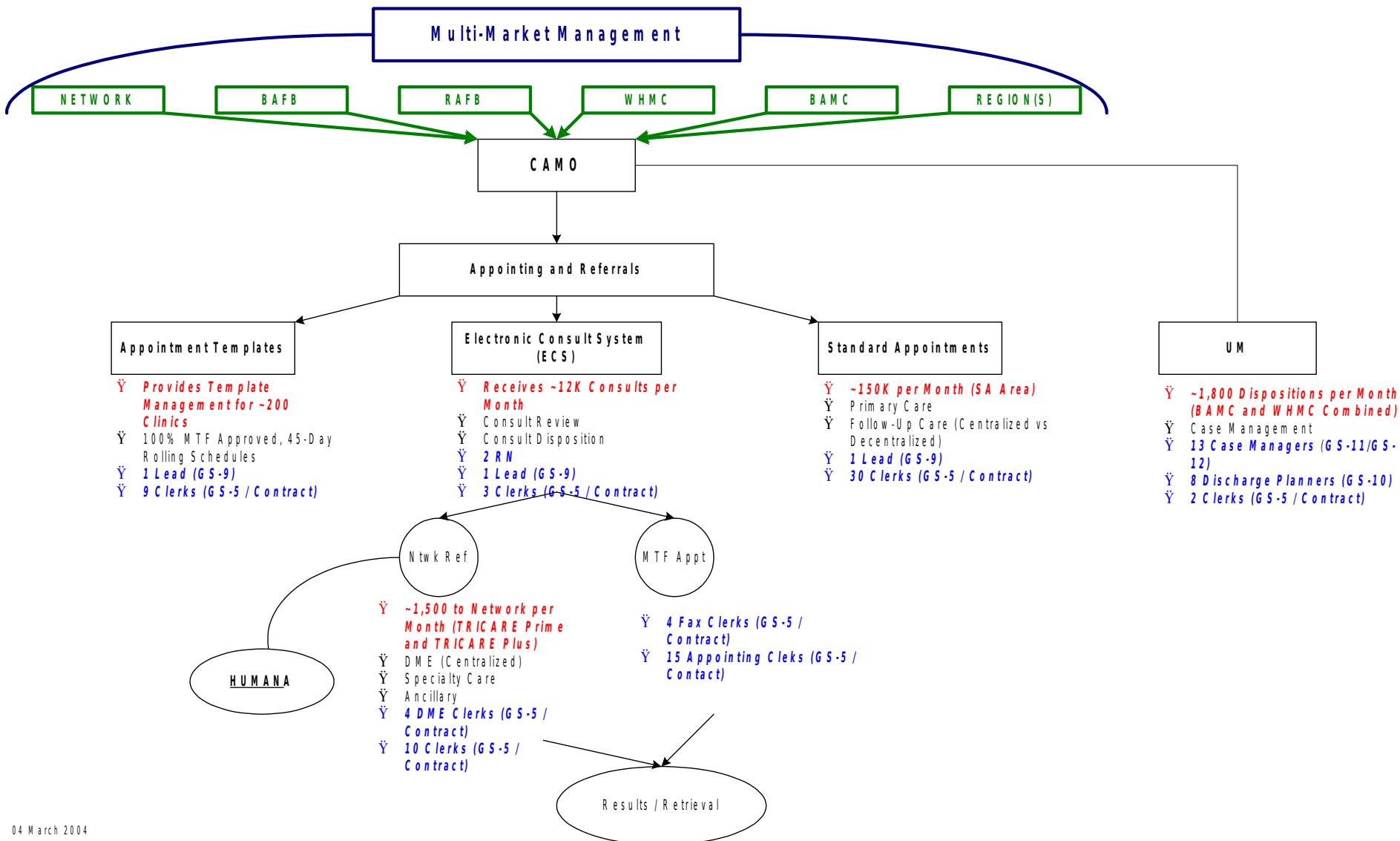
## Goals & Objectives

- San Antonio Multi-Service Market (SA-MM) consists of WHMC, BAMC, Randolph Clinic, and Brooks Clinic
- Goals: Achieve the following desired end states
  - Optimize efficiency between direct and purchased care markets
  - Eliminate duplicate services
  - Increase synergy and cooperation among San Antonio MTFs
  - Ensure patient satisfaction with access and quality service
  - Strengthen Readiness by allocating the appropriate mix of resources
- Objectives
  - Optimize provider mix across specialty lines
  - Move providers and add facility capacity to meet population demands
  - Conduct rigorous business planning for clinical service lines
  - Optimize Third Party Billing, Contracting and Pharmacy
  - Establish a SA-MM Consult, Appointment and Management Office



# CAMO Overview

## Organization Structure



# Orthopedics Product Line Analysis

- Clinic Description
- Manpower and Staffing
- Readiness/Mobility Taskings
- Access to Care
- Template Review
- PRIME Leakage, PSC Use, and Recapture
- Coding Analysis
- Comparison to Civilian Benchmark
- Business Plan Implications
- Third Party Collections
- Orthopedics Initiatives and Issues
- Stoplights

# Orthopedics Clinic Description

- Outpatient Clinic with Inpatient/Surgical Caseload
  - Service offered at both WHMC & BAMC
- Residency Program (Not Integrated)
  - 4 AF Starts per Year (PG1-5)
    - 22 Total AF Residents
  - 3 Ortho PA Residents

# Orthopedics

## GME Program Status

- Last RRC review: 5-year accreditation received
- Problem Areas:
  - OR Starts: Below Minimum
    - Require 11 starts per week (1 start per week per staff)
    - At 10 now (doubling up staff in teams to allow residents 2/week)
  - Deployments - major concern now and in the future
    - Impact currently lessened by 3 part-time
    - Turtle model will pull 1-2 teaching staff away in future
  - Local MOUs: Must be done with organization vs. a group
    - Legal review: agreement pending with large physician group in town with virtually all specialties
- Caseload: Good; over age 65 are critical to case mix (especially total joint replacement and spine subs)

# Orthopedics

## Manpower and Staffing

<b>Providers</b>	<b>Authorized</b>			<b>Assigned</b>			<b>K*</b>	<b>Total</b>	<b>Staffing</b>
	<b>MIL</b>	<b>GS</b>	<b>Total</b>		<b>MIL</b>	<b>GS</b>			
45B3 (General)	1	0	1	45B3	2	0	0	2	150%
45B3X (Subs)	8	0	8	45B3X	9	0	0	9	113%
45P3 (Physical Medicine)	1	0	0	45P3	1	0	0	1	100%
42G3A (P.A.s)	2	0	0	42G3A	2	0	2	4	200%
Total Providers	12	0	12		14	0	1	16	120%
<b>Support Staff</b>	<b>Authorized</b>			<b>Assigned</b>					
	<b>MIL</b>	<b>GS</b>	<b>Total</b>		<b>MIL</b>	<b>GS</b>	<b>K</b>	<b>Total</b>	<b>Staffing</b>
46N3 (RN)	1	0	1	4NOX1	1	0	1	2	150%
4NOX1C	12	0	12	4NOX1	10	0	3	13	108%
4A0X1	4	5	9	4A0X1	3	5	1	9	100%
4R0X1	0	0	0	4R0X1	0	0	1	1	n/a
Total Support Staff	17	5	22		14	5	6	25	114%

### **9 Military Sub Specialists:**

45B3: Kademas, Klatt  
 45B3 (Foot/Ankle): Krause  
 45B3A (Hand): Tran, Nilsson  
 45B3B (Peds): Ritchie  
 45B3D (Path): Ruder  
 45B3E (Spine): Cyr  
 45B3F (Tumor): Fink  
 45B3G (Joint): Keeney  
 45B3H (Trauma): Richardson  
 45P3: Gill  
 42G3A: Heald (Trauma); Filzen (Tumor)

### **2 P.A.s:**

Tumor: Filzen  
 Trauma: Heald

### **1 45P3:**

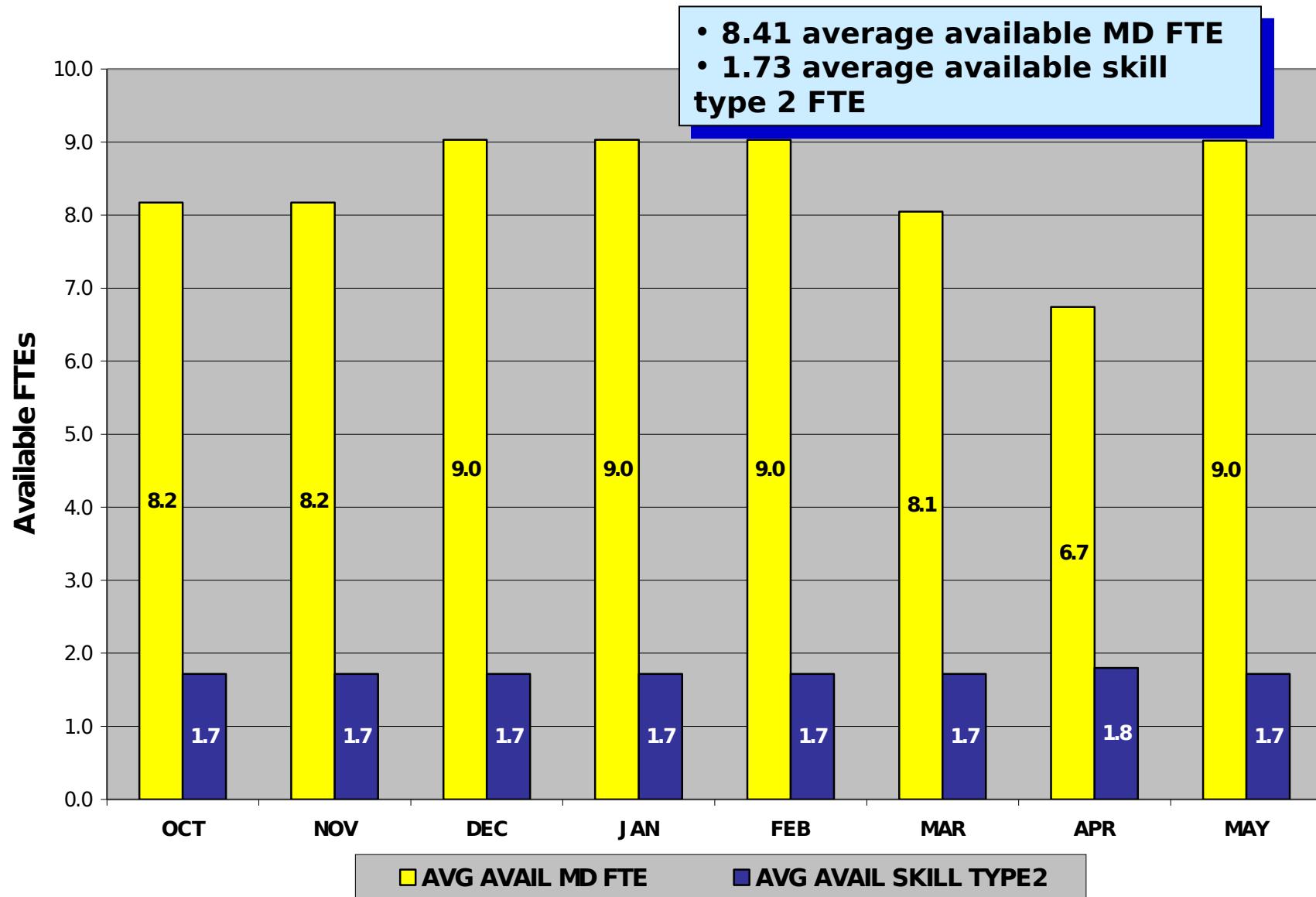
Gill

### **3 “Extra”:**

Werner  
 Parsons  
 Crawford

- Contractors funded with SCO Funds
  - \*Question into Air Staff on SCO Funding use (clinic staff vs. OR staff)

# Orthopedics Monthly Reported Available FTEs Oct 03 - May 04



# Orthopedics

## Manpower and Staffing (Con't)

- Resource Sharing Agreements and Contractors
  - No RSA
- AFMS-wide staffing outlook:

# Orthopedics Mobility and Other Deployments

- Physician Deployments (SGX Database)
  - FY03:
    - 3 Physicians Deployed
    - 316 man-days total\*
  - FY04 Taskings in Turtle Model:
    - Mobile Field Surgical Team: 2 in each bucket pair
    - Med Surg Expansion Package: 1 in 1 / 2 and 5 / 6
    - Total man-days expected: **720/year\***
- FY03 Humanitarian and Civic Assistance
  - 3 residents for 26 days total
  - 3 physicians for 31 days total

\* Not counting transition days

# Orthopedics

## Access to Care

- Standard for Access to Specialty Care: 28 Days
- Orthopedics Actual:
  - Met: 51% overall
  - # Appts Met: 929
  - Total # Appts: 1,825
  - Avg Wait Time for Access: 16.91

• Orthopedics is **meeting standard for** Routine Access to specialty care

# Orthopedics

## Template Review

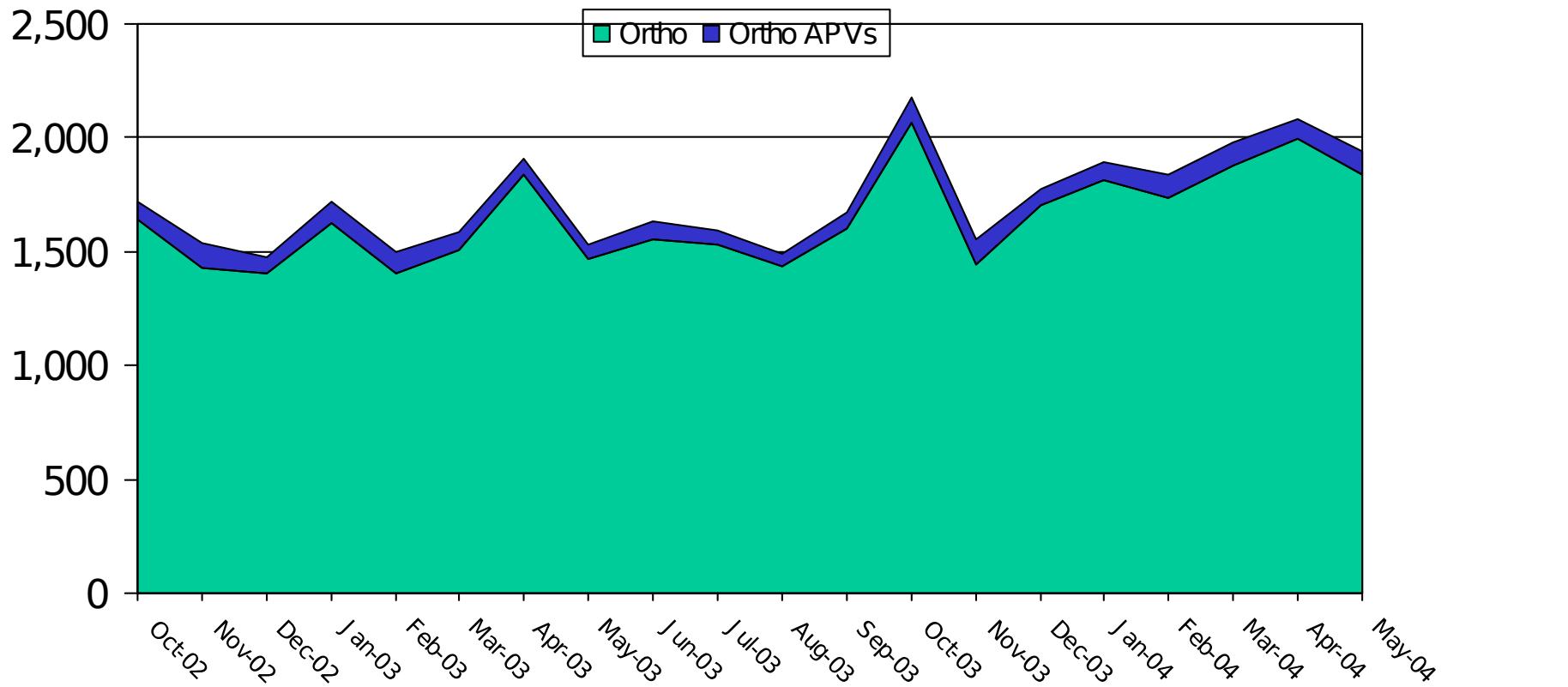
Clinic	Total Template	Booked	% Booked	Total W/I	% W / I Of Total	Actual (Booked + W/Is)	Total Froz.	% Frozen Of Total
ORTHOPEDICS	1,768	1,666	94%	356	18%	2022	15	1%
ORTHO TRAUMA	77	66	86%	11	14%	77	0	0%
ORTHO HAND CLINIC	1	1	100%	0	0%	1	0	0%
Total WHMC Ortho	1,846	1,733	94%	367	17%	2,100	15	0.8%

\* Sample: Jun 04

- Overall, templated 1,846 and saw 2,100 in Jun or 114%

# Orthopedics

## Total Visits Oct 02-Jun 04

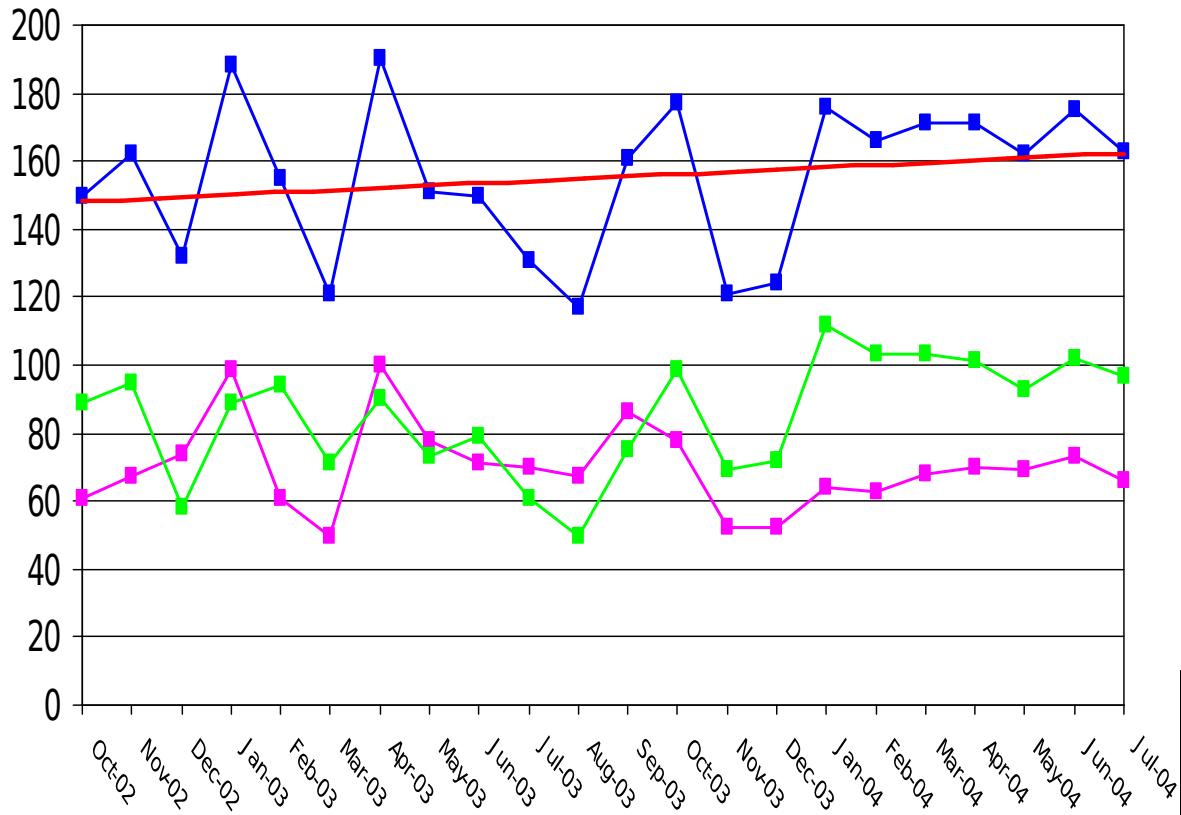


- FY04 Avg (to date): 1,901/mo
- FY03 Avg: 1,615/mo
- Change: +18%

# Orthopedics

## Surgeries and OR/APVs Oct 02-Jun 04

Ortho Surgeries   Ortho APVs   Total   Linear (Total)

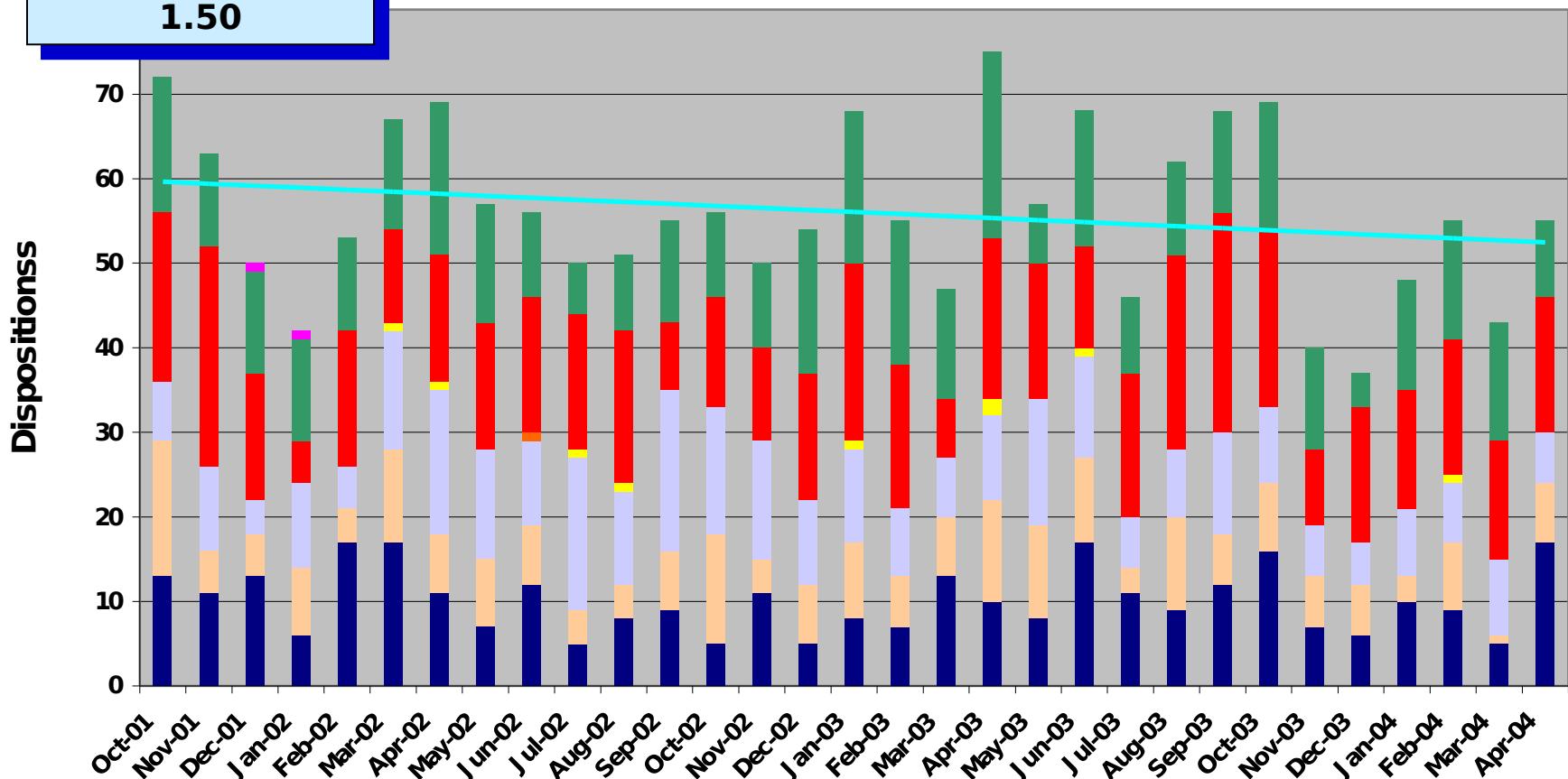


- In FY03, Surg/OR APV distribution 50:50
  - FY04: 59% OR APV vs. 41% Surgery
- Avg # Surgeries/mo
  - FY03: 74
  - FY04: 66 (down 11%)
- Avg # OR/APVs/mo
  - FY03: 77
  - FY04: 95 (up 24%)

- Overall, the number of Orthopedics surgical cases increased since Oct 02
  - Up 6% overall

# Orthopedics Dispositions (FY02 to FY04)

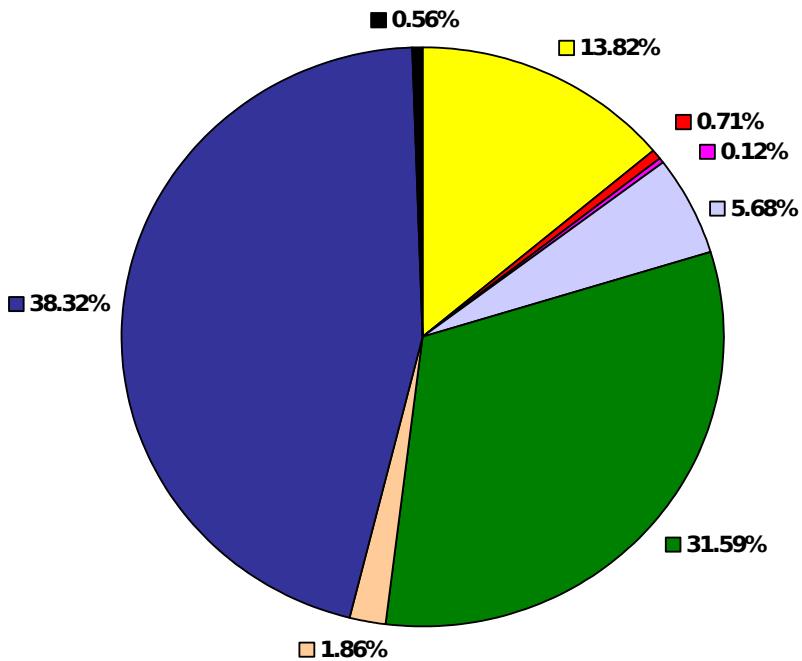
**AVG RWP per Disposition = 1.50**



ACTIVE DUTY	FAM MBR OF ACTIVE DUTY
CIVILIAN EMERGENCY	DOD DESIGNEE
OTHER	FAM MBR OF RETIRED
RETIRED	VA
Total Dispositions Trended	

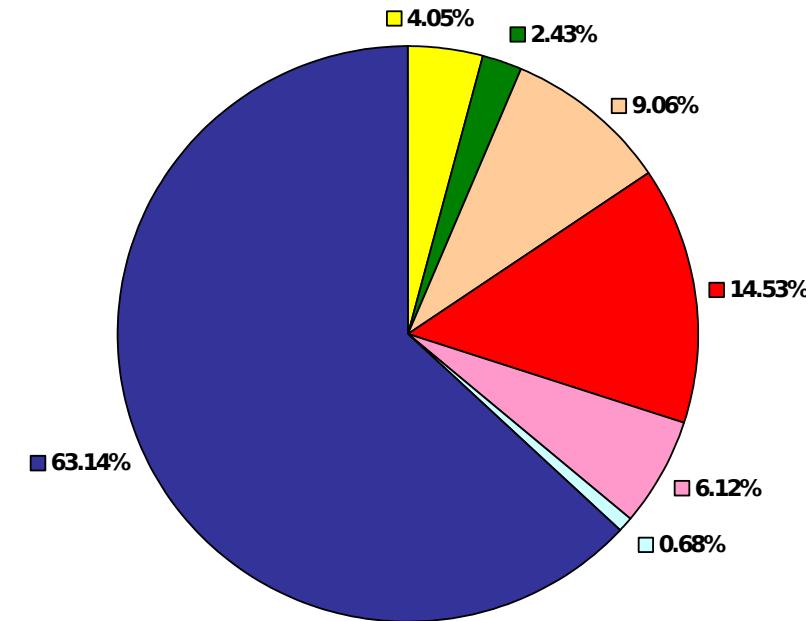
# Orthopedics Direct Care Outpatient Unique Users

**Unique Users By Patient Category Oct 03 - May 04**



■ ACTIVE DUTY  
■ CIVILIAN EMERGENCY  
■ FAM MBR OF RETIRED  
■ NOT ENROLLED  
■ OTHER  
■ RETIRED  
■ VA

**Unique Users By Enrollment Category Oct 03 - Jun 04**



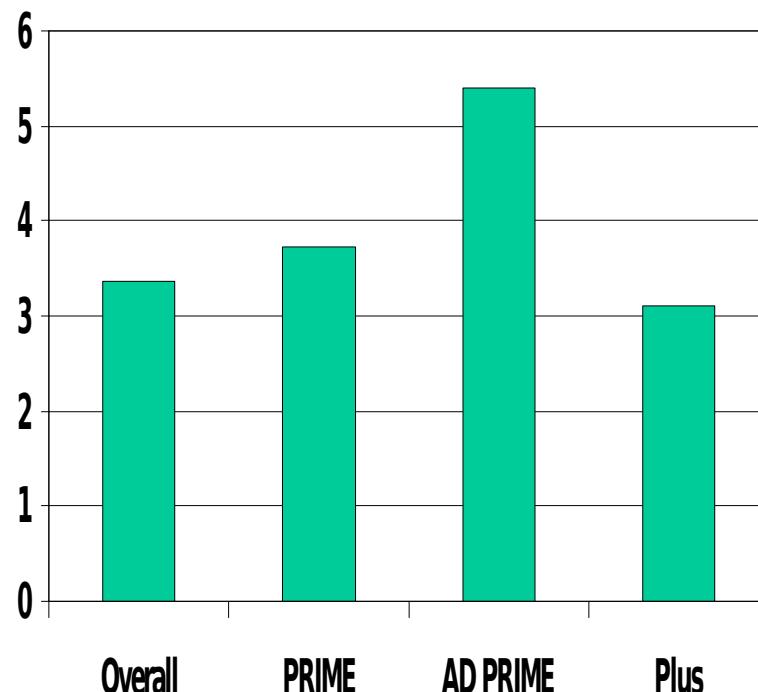
■ BAFB ENROLLEES  
■ ENROLLED OUTSIDE SAMM  
■ RAFB ENROLLEES  
■ WHMC ENROLLEES  
■ BAMC ENROLLEES  
■ NOT ENROLLED  
■ SA NETWORK ENROLLEE

- >65 = 16% OPVs
- AD = 52% OPVs

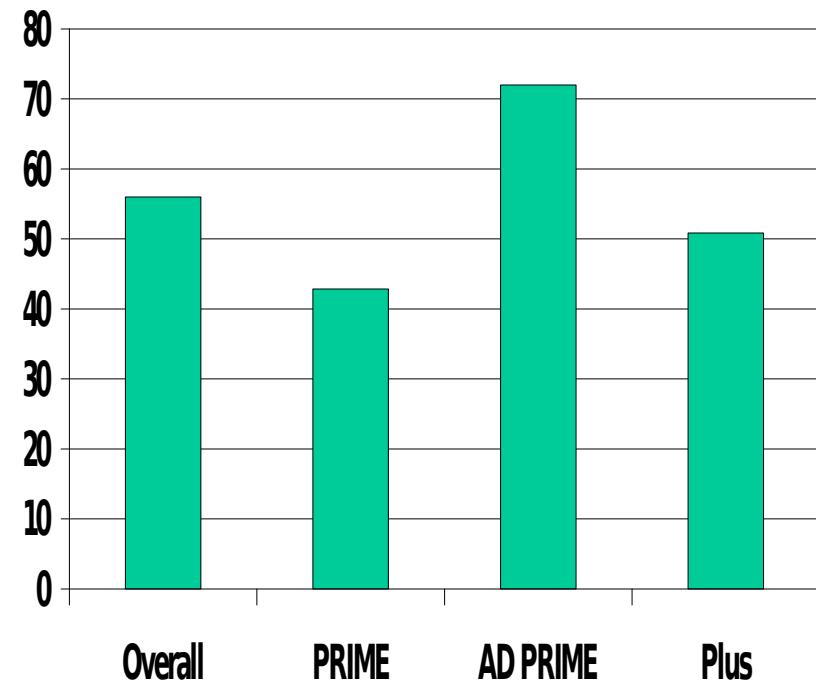
# Orthopedics

## Visits/User & CMAC/Visit

Visits/User



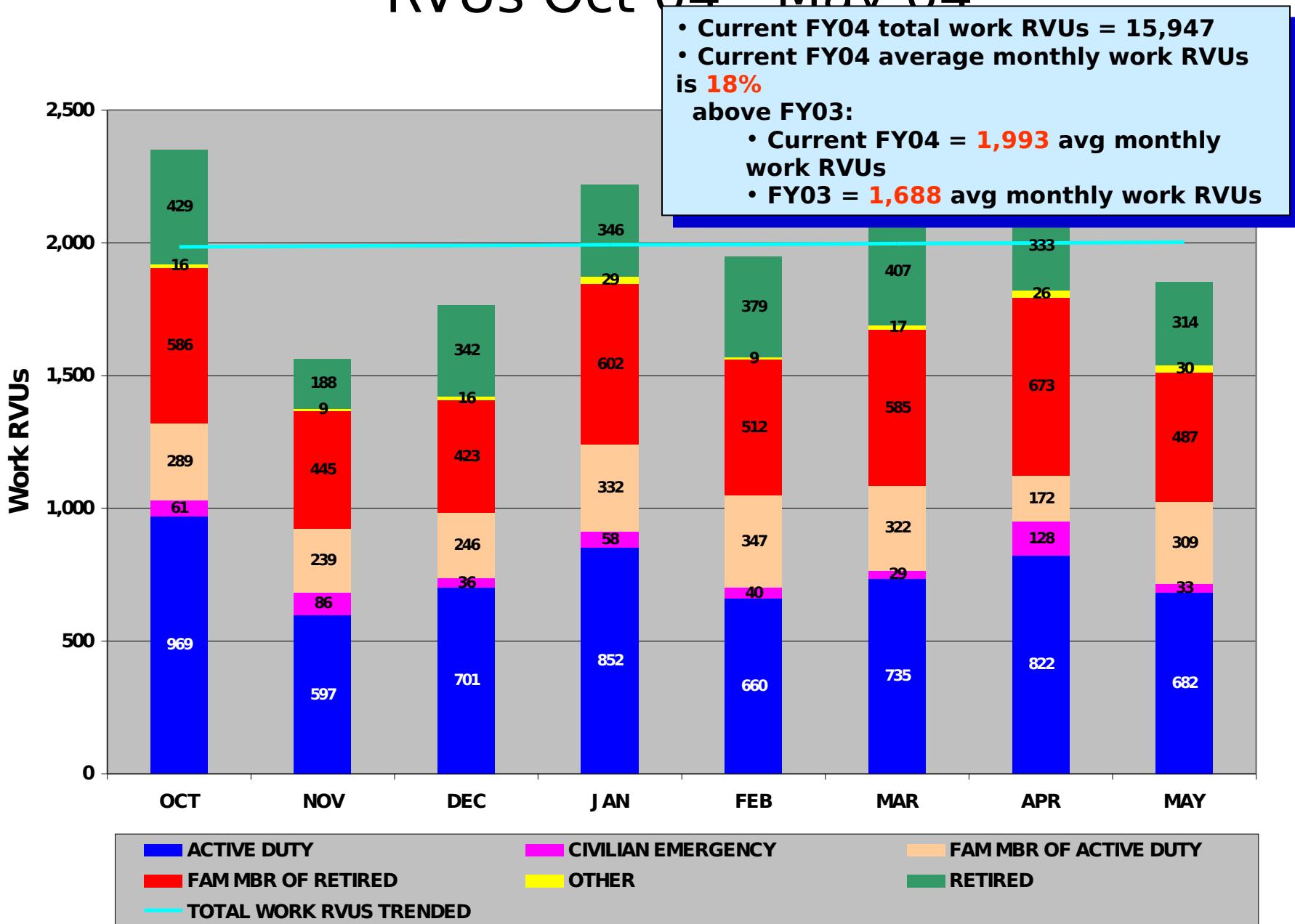
CMAC/Visit



- AD PRIME patients have most visits per user and highest CMAC/visit

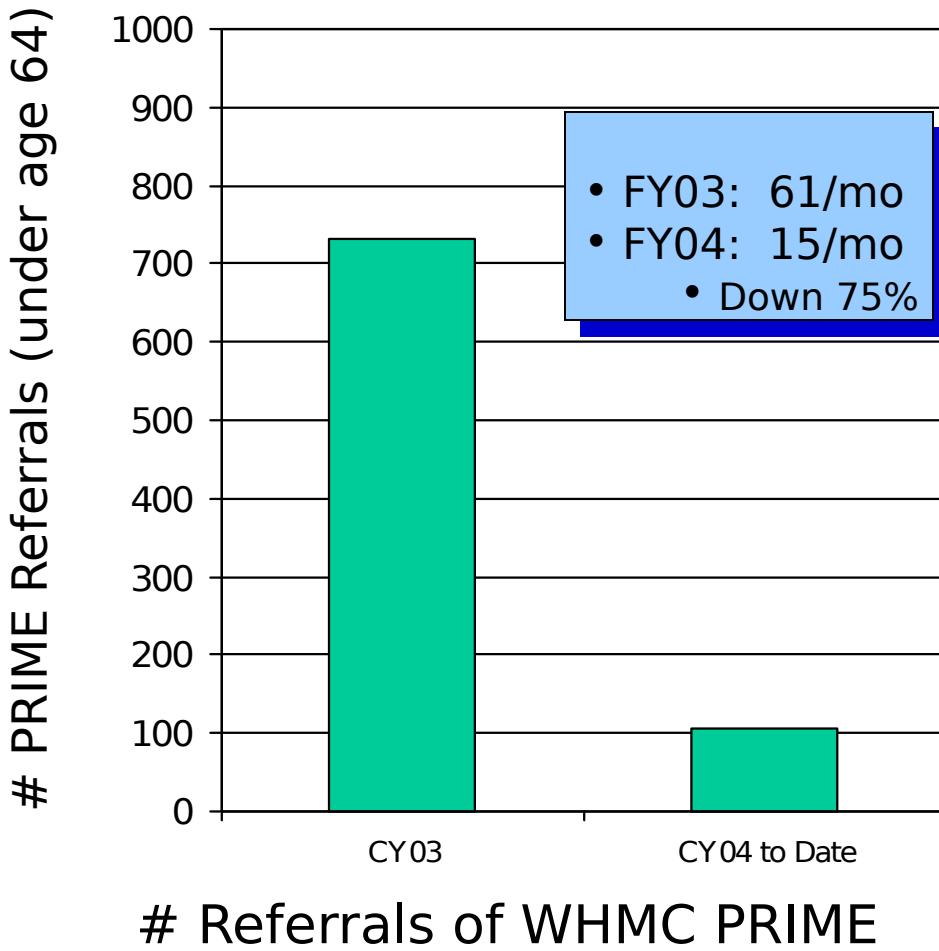
# Orthopedics Direct Outpatient Care Work

## RVUs Oct 04 - May 04



# Orthopedics

## PRIME Containment & Referrals (OP)



Category	FY03	FY04 To Date
AD	\$ 7,184	\$ 6,581
BAMC Prime	\$ 40,969	\$ 41,604
WHMC Prime	\$ 101,125	\$ 44,450
Other MTFs	\$ 39,657	\$ 38,721
Network PRIME	\$ 62,138	\$ 58,501
Standard < 65	\$ 63,044	\$ 142,438
Total < 65	\$ 314,118	\$ 222,325

Ortho Inpatient	FY04 < 65
Emergency	\$261K
Elective	\$576K
Total	\$837K

\* Months-long delay in real-time info in M2

# Orthopedics

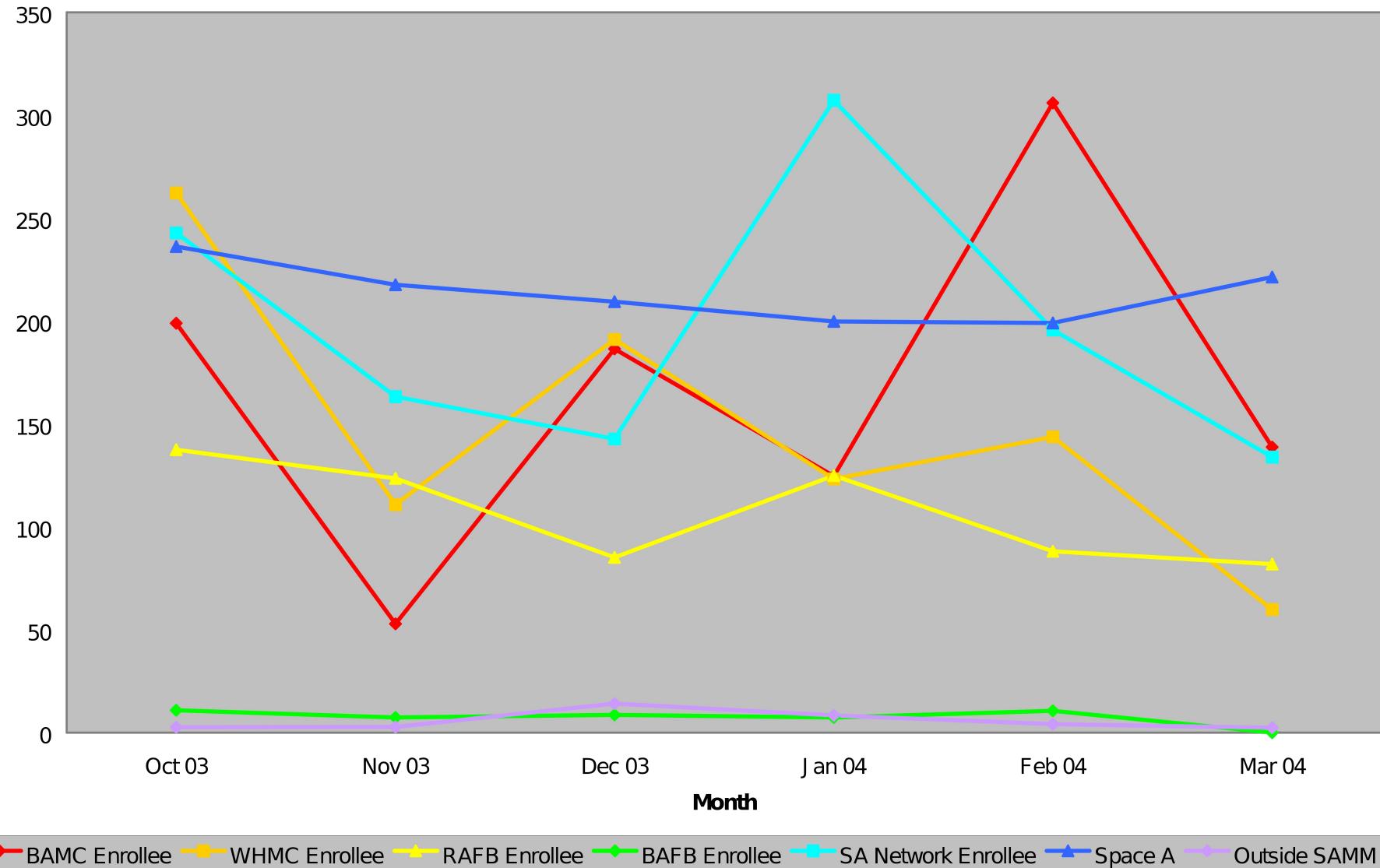
## Recapture Opportunities

- WHMC and BAMC have approximately 91% of the market share (based on FY03 Data)
  - WHMC CMAC: \$1.516M
  - BAMC CMAC: \$1.481M
  - Purchased Care CMAC (< 65 yrs): \$314 (9%)
- FY04 (to date) Private Sector Care Claims:
  - OP - < 65 \$222K (\$142K is Std)
  - IP - < 65 (Elective): \$576K

- Referrals of PRIME down in CY04

# Orthopedics

## Private Sector RVUs (FY04)



# Orthopedics

## Prime OP Referrals FY04

### MTF Prime - Top 20 Private Sector Orthopedic Outpatient Procedures by Volume in FY04

Procedure Code	Count	Description
99213	179	OUTPATIENT VISIT, ESTABLISHED PATIENT, LOW COMPLEXITY
99214	53	OUTPATIENT VISIT, ESTABLISHED PATIENT, MODERATE COMPLEXITY
J 2000	51	INJECTION, LIDOCAINE HCL, 50 CC
99212	47	OPV, EST; PROB FOC HX & EXAM, STFWD DEC, 10 MIN
99204	44	OUTPATIENT VISIT, NEW PATIENT, MODERATE COMPLEXITY
20610	43	ARTHROCENTESIS/ASP INJ MAJOR JOINT BURSA
99202	40	OPV, NEW; EXP PROB FOC HX & EXAM, STFWD DEC, 20 MIN
99203	39	OUTPATIENT VISIT, NEW PATIENT, LOW COMPLEXITY
73560	29	RADIOLOGIC EXAMINATION, KNEE; ONE OR TWO VIEWS
J 0702	25	INJ , B-METHASONE ACETATE & B-METHASONE SOD PHOSPH PER 3 MG
29881	21	ARTHROSCOPY KNEE SURG. W/MENISCECTOMY MEDIAL OR LATERAL
J 1030	21	INJECTION, METHYL PREDNISOLONE ACETATE, 40 MG
J 1100	20	INJECTION, DEXAMETHOSONE SODIUM PHOSPHATE, UP TO 4 MG/ML
J 3490	20	UNCLASSIFIED DRUGS
73562	20	RADIOLOGIC EXAMINATION, KNEE; THREE VIEWS
73030	20	SHOULDER MINIMUM 2 VIEWS
99243	17	OUTPATIENT CONSULT, NEW/ESTAB PATIENT, LOW COMPLEXITY
J 1040	16	INJECTION, METHYL PREDNISOLONE ACETATE, 80 MG
20605	16	ARTHROCENTESIS/ASP INJ INTER JT BURSA GANG CYST
73564	14	RADIOLOGIC EXAMINATION,KNEE;COMPLETE,FOUR OR MORE VIEWS

\*\* Note: Private sector outpatient data excludes resource sharing and any patient age 65 and above. \*\*

# Orthopedics

# Space-A (Std) OP Referrals FY04

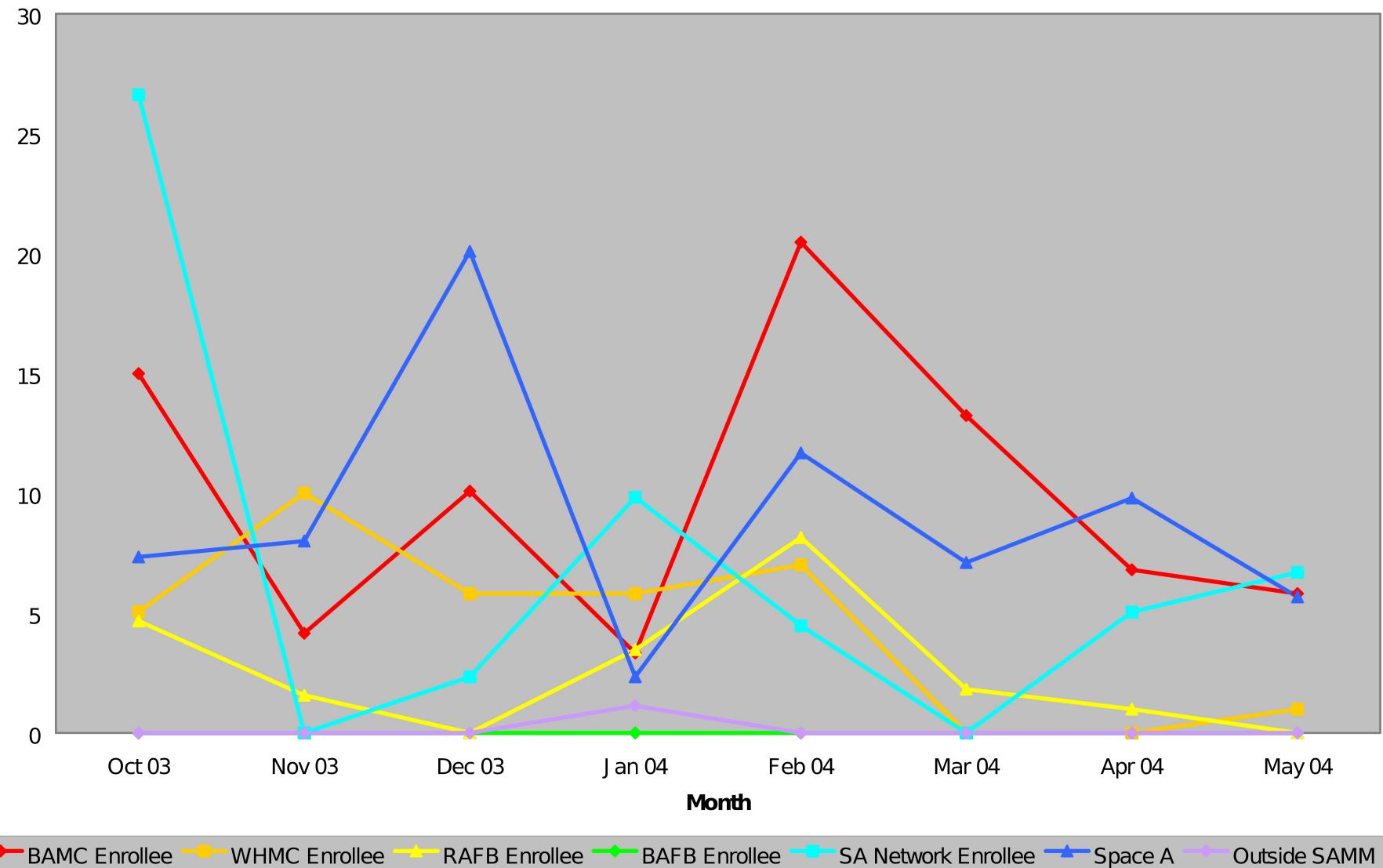
## Space A - Top 20 Private Sector Orthopedic Outpatient Procedures by Volume in FY04

Procedure Code	Count	Description
99213	162	OUTPATIENT VISIT, ESTABLISHED PATIENT, LOW COMPLEXITY
20610	50	ARTHROCENTESIS/ASP INJ MAJ OR JOINT BURSA
99214	47	OUTPATIENT VISIT, ESTABLISHED PATIENT, MODERATE COMPLEXITY
99212	44	OPV, EST; PROB FOC HX & EXAM, STFWD DEC, 10 MIN
99204	43	OUTPATIENT VISIT, NEW PATIENT, MODERATE COMPLEXITY
99203	42	OUTPATIENT VISIT, NEW PATIENT, LOW COMPLEXITY
J 1030	39	INJ ECTION, METHYLPREDNISOLONE ACETATE, 40 MG
97110	33	PHYSICAL MED TX 1 AREA INITIAL 30 MIN. EA VISIT; EXERCISES
J 2000	30	INJ ECTION, LIDOCAINE HCL, 50 CC
73030	23	SHOULDER MINIMUM 2 VIEWS
99202	19	OPV, NEW; EXP PROB FOC HX & EXAM, STFWD DEC, 20 MIN
73560	19	RADIOLOGIC EXAMINATION, KNEE; ONE OR TWO VIEWS
99243	19	OUTPATIENT CONSULT, NEW/ESTAB PATIENT, LOW COMPLEXITY
73110	17	WRIST MINIMUM 3 VIEWS
73610	16	ANKLE MINIMUM 3 VIEWS
97140	16	MAN THER TECH (MOBIL/MANIP,MAN LYMPH DRN,TRCT),1/+,EA 15 MIN
20550	15	INJ ECT TENDON SHEATH,LIGAMENT,TRIGGER PTS OR GANGLION CYST
72170	14	PELVIS AP ONLY
20605	14	ARTHROCENTESIS/ASP INJ INTER JT BURSA GANG CYST
73564	13	RADIOLOGIC EXAMINATION,KNEE;COMPLETE,FOUR OR MORE VIEWS

**\*\* Note: Private sector outpatient data excludes resource sharing and any patient age 65 and above. \*\***

# Orthopedics

## Private Sector RWPs (FY04)



# Orthopedics

## Prime IP Referrals FY04

### **MTF Prime - Private Sector Orthopedic Inpatient DRGs by Volume in FY04**

DRG	Count	DRG Description
209	18	MAJ OR J OINT & LIMB REATTACHMENT PROCEDURES OF LOWER EXTREMITY
498	11	SPINAL FUSION W/O CC
245	7	BONE DISEASES & SPECIFIC ARTHROPATHIES W/O CC
500	6	BACK & NECK PROCEDURES EXCEPT SPINAL FUSION W/O CC
520	5	CERVICAL SPINAL FUSION W/O CC
240	4	CONNECTIVE TISSUE DISORDERS W CC
244	4	BONE DISEASES & SPECIFIC ARTHROPATHIES W CC
497	4	SPINAL FUSION W CC
239	3	PATHOLOGICAL FRACTURES & MUSCULOSKELETAL & CONN TISS MALIGNANCY
219	3	LOWER EXTREM & HUMER PROC EXCEPT HIP,FOOT,FEMUR AGE >17 W/O CC
242	2	SEPTIC ARTHRITIS
519	2	CERVICAL SPINAL FUSION W CC
496	1	COMBINED ANTERIOR/POSTERIOR SPINAL FUSION
503	1	KNEE PROCEDURES W/O PDX OF INFECTION
487	1	OTHER MULTIPLE SIGNIFICANT TRAUMA
247	1	SIGNS & SYMPTOMS OF MUSCULOSKELETAL SYSTEM & CONN TISSUE
248	1	TENDONITIS, MYOSITIS & BURSITIS
226	1	SOFT TISSUE PROCEDURES W CC
220	1	LOWER EXTREM & HUMER PROC EXCEPT HIP,FOOT,FEMUR AGE 0-17
250	1	FX,SPRN,STRN & DISL OF F-ARM,HAND,FT AGE >17 W CC
217	1	WND DEBRID & SKN GRFT EXCEPT HAND,FOR MUSCSKEL & CONN TISS DIS
212	1	HIP & FEMUR PROCEDURES EXCEPT MAJ OR J OINT AGE 0-17
210	1	HIP & FEMUR PROCEDURES EXCEPT MAJ OR J OINT AGE >17 W CC
234	1	OTHER MUSCULOSKELET SYS & CONN TISS O.R. PROC W/O CC

# Orthopedics

## Space-A (Std) IP Referrals FY04

### Space A - Private Sector Cardiology Outpatient DRGs by Volume in FY04

DRG	Count	DRG Description
209	11	MAJ OR J OINT & LIMB REATTACHMENT PROCEDURES OF LOWER EXTREMITY
500	5	BACK & NECK PROCEDURES EXCEPT SPINAL FUSION W/O CC
520	4	CERVICAL SPINAL FUSION W/O CC
498	2	SPINAL FUSION W/O CC
496	2	COMBINED ANTERIOR/POSTERIOR SPINAL FUSION
245	2	BONE DISEASES & SPECIFIC ARTHROPATHIES W/O CC
219	2	LOWER EXTREM & HUMER PROC EXCEPT HIP,FOOT,FEMUR AGE >17 W/O CC
497	1	SPINAL FUSION W CC
491	1	MAJ OR J OINT & LIMB REATTACHMENT PROCEDURES OF UPPER EXTREMITY
243	1	MEDICAL BACK PROBLEMS
241	1	CONNECTIVE TISSUE DISORDERS W/O CC
239	1	PATHOLOGICAL FRACTURES & MUSCULOSKELETAL & CONN TISS MALIGNANCY
224	1	SHOULDER,ELBOW OR FOREARM PROC,EXC MAJ OR J OINT PROC, W/O CC
211	1	HIP & FEMUR PROCEDURES EXCEPT MAJ OR J OINT AGE >17 W/O CC

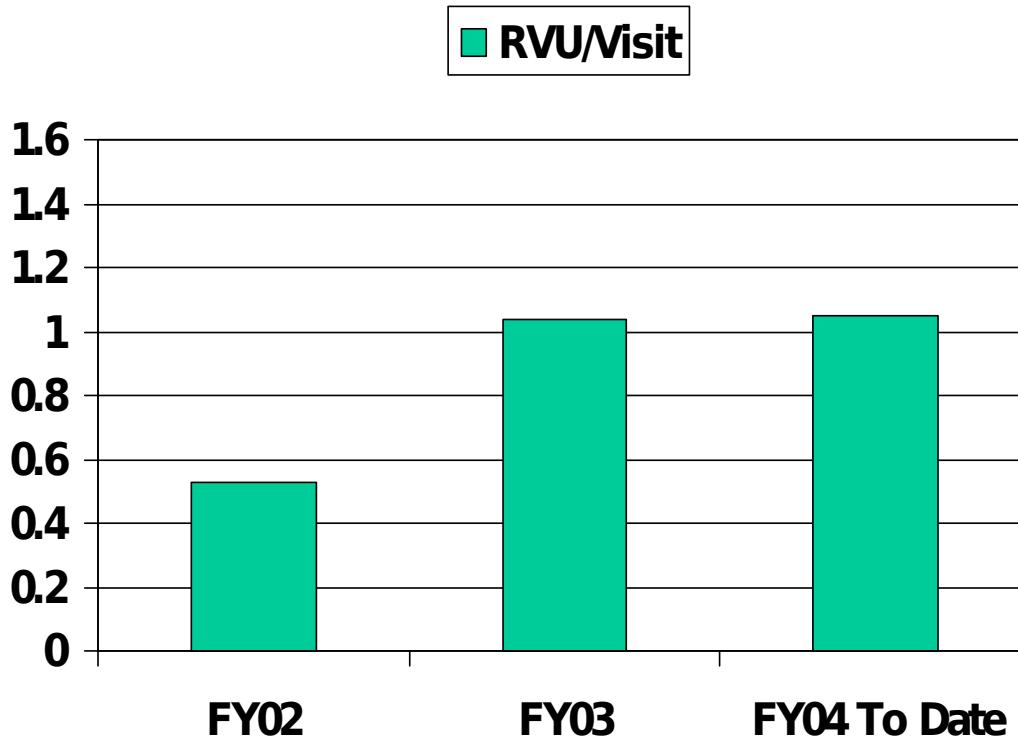
# Orthopedics Coding Analysis

- Coder Situation: 1 coder (outpatient)  
Data Quality\* (Goal: 90% or more)
  - ICD9: 90% (WHMC Avg: 80.7%)
  - CPT: 96.5% (WHMC Avg: 76.8%)
  - E&M: 92.9% (WHMC Avg: 81.3%)

• Exceeds AFMSA standards and WHMC average for all data quality measures

# Orthopedics

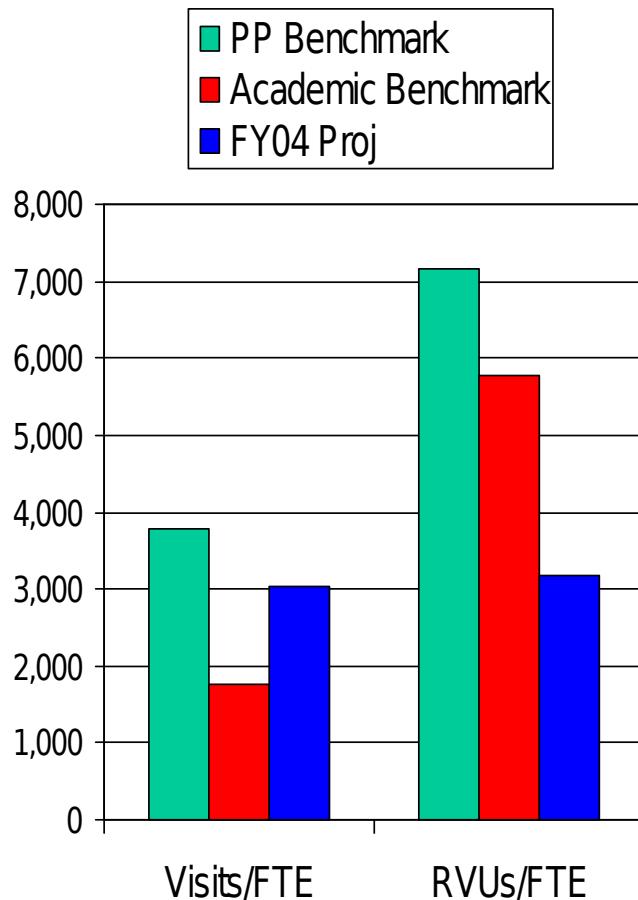
## RVUs/Visit (complexity)



- FY04 WHMC Orthopedics measure of complexity increased dramatically over FY02

# Orthopedics

## Benchmark Comparison per FTE



	<b>1 Staff = 1 FTE</b>	<b>MEPRS</b>
#FTEs	16	7.5
Proj FY04 Visits	22,812	22,812
Proj FY04 Visits/FTE	1,426	3,042
PP Benchmark (visits/FTE)	3,782	3,782
% Compared to PP Benchmark	38%	80%
Academic Benchmark (visits/FTE)	1,776	1,776
% Compared to Acad. Benchmark	80%	171%
FY04 RVUs (Proj)	23,916	23,916
RVU/Visit	1.05	1.05
RVU/FTE	1,495	3,189
PP Benchmark (RVU/FTE)	7,149	7,149
% Compared to PP Benchmark	21%	45%
Academic Benchmark (RVU/FTE)	5,787	5,787
% Compared to Acad. Benchmark	26%	55%

- MEPRS: 8.41 staff /1.73 P.A.s (10.14%)
- RVUs/FTE Benchmarks not met
- Academic stds assume 1.63 RVU/visit

# Orthopedics

## Business Plan Performance Oct-May 04

<b>Outpatient Care</b>	<b>Total PRIME</b>	<b>Total FFS</b>
Actual Oct-May 04	30,943	22,845
Target	44,241	38,230
Diff	(13,298)	(15,385)
% Met	70%	60%
\$ Implications	\$ 984,052	\$ (1,138,490)
<b>Inpatient Care</b>	<b>Total PRIME</b>	<b>Total FFS</b>
Actual Oct-May 04	250	831
Target	328	856
Diff	(78)	(25)
% Met	76%	97%
\$ Implications	\$ 468,000	\$ (150,000)

Ortho OP	\$ (154,438)
Ortho IP	\$ 318,000
Financial Bottom-line	\$ 163,562

- Earned less than projected for FFS patients but spent less than expected on PRIME
- Bottom-line: Impacted 59 MDW over BP performance by +\$164

# Orthopedics

## New FY05 BP Targets vs. Current

- Ortho Targets calculated by Air Staff based on:
  - Increased Enrollment/Mobility Taskings/Renovations

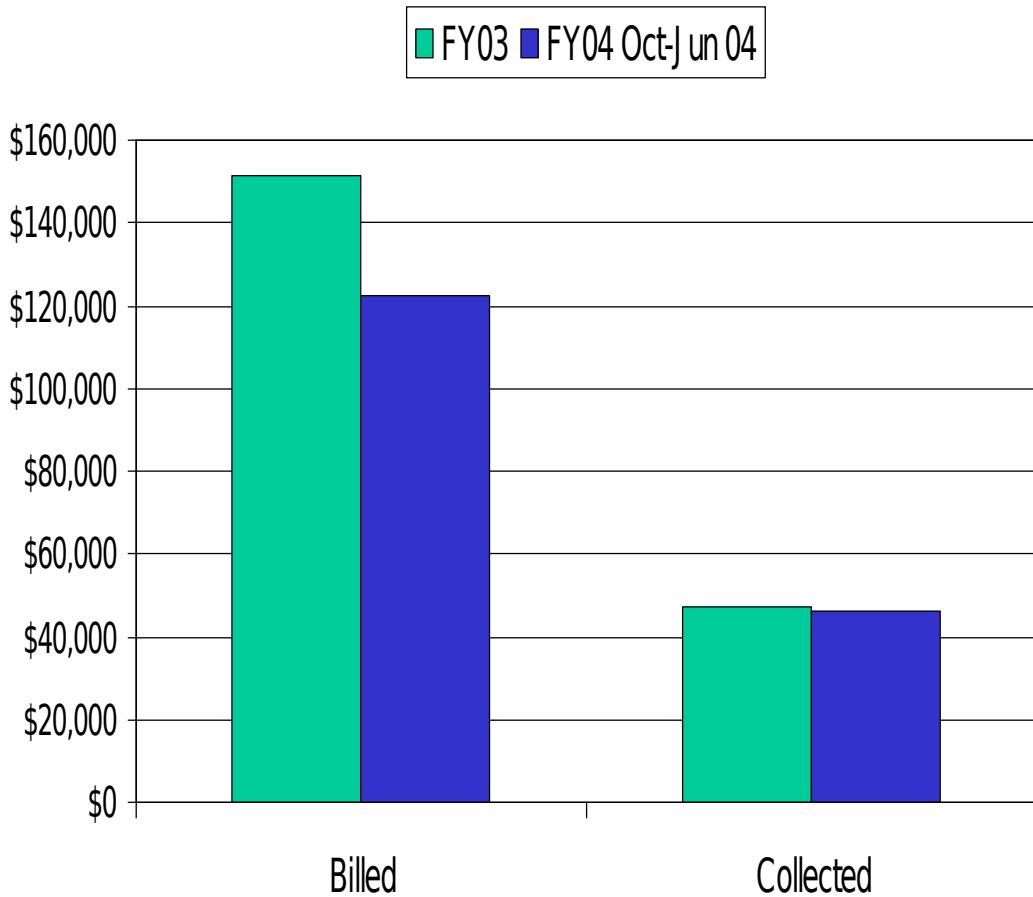
Outpatient Care	Total PRIME	Total FFS
Actual Oct-May 04	30,943	22,845
Target	30,320	22,028
Diff	623	817
% Met	102%	104%
\$ Implications	\$ (46,102)	\$ 60,458

Ortho OP (Proj 05)	\$ 14,356
Ortho IP (Proj 05)	\$ 1,788,000
Financial Bottom-line	\$ 1,802,356

Inpatient Care	Total PRIME	Total FFS
Actual Oct-May 04	250	831
Target	278	561
Diff	(28)	270
% Met	90%	148%
\$ Implications	\$ 168,000	\$ 1,620,000

- FFS targets decreased by Air Staff

# Orthopedics Reimbursements FY03 vs. FY04



- Bill to Collection Ratio
  - FY03: 0.31
  - FY04: 0.38 (+23%)
    - .51 for APVs
    - .32 for visits
    - .36 for appliance
- Billing higher/mo than FY03
  - \$13.6K/mo vs. \$12.6K
- FY04 collections will exceed FY03
  - \$5.1K/mo vs. \$3.9K/mo (up 31%)

 **\$46K collected  
as of Jun 04;  
\$61K projected**

# Orthopedics Clinic Initiatives

- Cut # different templates down from 52 to 3
  - Allowed easier management and better access; decreased consults to network to virtually zero (no leakage at present)
- Efficient use of space
  - Staff doubled up in offices; vacated offices now exam rooms
- Fixed radiology bottle-neck
  - Used SCO funds to hire 2d radiology tech and moved admin tech to radiology
  - Admin tech checks in patients freeing up radiology techs to do films
- Front Desk Operations
  - Since short 1 admin tech, rotate Ortho techs to keep process flowing

# Orthopedics Stoplights

Area Reviewed	
Health of GME Program	
Manpower/Staffing	
Access to Care (Specialty Care)	
Use of Templatized Appointments	
Visits over Time	
PRIME Containment	
Market Share	

Area Reviewed	
Recapture Opportunity	
Data Quality	
Productivity vs. Civilian Benchmarks	
Total RVUs vs. BP Target	
BP Performance Oct-Apr 04	
Proj. BP Performance (New Targets)	
Customer Satisfaction	

# Orthopedics

## Next Steps

- Step 2
  - Follow-up: Week 7-10 Sep (Wed or Thursday)
- Step 3
  - Projected WHMC/BAMC Brief: late Sep 04



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